

## **Chapter 5. Implementation Plan: Preliminary Steps**

The previous chapter describes the various administrative models that could be adopted for oversight of the Sedona Shuttle. In addition potential funding sources were presented along with the constraints and opportunities associated with each alternative. In this chapter we present the next steps that need to be taken before the City Council decides whether to proceed with service implementation. A specific beginning service scenario is not recommended in this plan because the level of service is highly dependent on the degree of public support for the various parking policies outlined in this study, and the degree of public subsidy that can be supported.

### **Council Action**

City Council action in the coming months will determine the steps that will need to be taken beyond the completion of this study. Assuming that the Council accepts the Final Report, thus acknowledging completion of the study, a committee-driven effort should take the project to its next stage, meet expeditiously and focus on the following key issues:

- City's 3 – 5 Year Budget and the potential revenue availability
- Regional resources and commitments
- Staffing Needs
- Grant funding and deadlines
- Marketing approaches, private contributions and fund-raising potential
- Community and business support for shuttle and supportive policies
- Integration with SR 89A turnback and SR 179 planning
- Facility needs and costs
- Potential liability issues
- Short versus long-term administration
- Ridership enhancement opportunities

Depending on the outcome of the committees' activities, two critical decisions will need to follow. One is selecting the preferred shuttle service option, and the other is determining who will be the lead agency. For example, as a fiscally conservative approach, the Council could decide to adopt the Minimal Operating option. Or alternatively, if sufficient additional funding can be secured, the Council could decide to adopt one of the Enhanced Service scenarios, such as the Flex plus Fixed-Route service in West Sedona.

If the Council agrees with the study recommendation that the City should serve as the lead agency in the short-term, working with other key stakeholders, staff will need to be assigned to lead the Plan into the Implementation Phase. It is estimated that 50% full-time-equivalent (FTE) staff time will be required to oversee the required administrative tasks. The reason why this level is considered to be sufficient is that this individual will primarily be responsible for contract management and working with the advisory committees, rather than any direct involvement with the daily operations, applying for grants, designing routes, etc. The latter responsibilities are routinely associated with the contractor's on-site manager. Once the decisions described in this section have been made, the first phase of implementation can begin, as discussed below and presented in a timeline matrix at the end of this discussion.

## **Policy Advisory Committee**

A Policy Advisory Committee (PAC), consisting of ADOT, USFS, the counties, City of Cottonwood and a representative from the Village of Oak Creek, should be assembled to focus on the previously identified issues. If the Council decides to proceed with implementation, the PAC should meet to:

- Develop memoranda of understanding among the committee members defining their various roles and potential funding or in-kind commitments and determine what additional staff will be needed.
- Provide direction to staff in pursuing likely funding sources.
- Determine the triggers for shifting from one service option to a higher (or lower) level – these could include both securement of funding and the achievement of ridership levels.
- Determine the optimal long-term administrative entity.
- Establish the required protocol of this entity.
- Decide whether initial service will be based on a contracted operation (in which elements such as the facility or vehicles are provided by the administrative entity) or a fully turnkey operation, in which these elements are fully the contractor's responsibility.
- Determine milestones for implementation and operationally feasible schedule.
- Work with the Council Oversight Committee.

## **Citizens Advisory Committee (CAC)**

Staff should also establish a Citizens Advisory Committee that will provide input directly to the PAC. This committee may consist of ACTS members and other stakeholders representing business interests, seniors and people with disabilities, social service organizations, and the lodging sector. The purpose of this committee will be to ensure that the PAC develops an operational strategy that continues to meet the goals established at the beginning of this study.

## **Development of a Request for Proposals (RFP)**

Once these two bodies have been established and adequate funding has been secured for at least a minimal level of shuttle service, the City and the committees should begin refining the implementation details, such as scheduling, vehicle specifications, and marketing. The City may want to secure consultant assistance for these tasks. The final details will be determined once an operator has been selected, but more detail than is contained in this report may be required for the vendor solicitation process.

Some of the details that should be included in the RFP are:

- Establish bus specifications: passenger capacity; alternative or regular fuels; reclining seats; storage capacity; window size, etc. (unless the City chooses a turnkey option for service start-up).
- Review the Minimal service scenario and decide on modifications to service level standards for each route.
- Establish reasonable target service levels: passengers per hour; operating costs per hour, annual trips, etc.
- Determine what level of ridership will trigger consideration of adding one of the enhanced service modules.
- Establish performance incentives and penalties for contractor.

## **Implementation Phase**

The matrix and timeline on the following page assumes that an operator has been selected and that sufficient funding for service start-up is in place. Based on our best estimate, this will likely occur 12 – 18 months after Council adoption of a Preferred Plan. Besides activities associated with developing the appropriate administrative structure, as outlined above, one of the early tasks that will need to be addressed will be the inclusion of a budget line item in the coming fiscal year. At a minimum, this should cover the cost of a half-time staff person to oversee the next stage of the project (approximately \$25,000). This staffing level is based on the assumption that, under either a turnkey or non-turnkey scenario, the contractor's site manager would be responsible for all the day-to-day aspects of the operations, and could also be involved in activities such as grant writing. These job responsibilities are fairly typical of small-scale transit operations. Funding may also be required to hire a consultant to operationalize the details of the preferred plan that is selected by the Council. This level of funding will depend upon the selected plan, the level of commitment of other stakeholder agencies, and the agreed upon timeline for implementation.

**Figure 5-1 Sedona Shuttle Implementation Plan**

Task	Month							
	1	2	3	4	5	6	7	8
<b>ROUTE</b>								
Finalize Fixed Route Schedules	■	■						
<b>BUS STOPS</b>								
Review recommended locations with city/county engineers, others	■	■						
Accessibility - Identify stop improvement requirements (i.e. grading, cement pad, etc.)	■	■						
Finalize shelter and bench locations	■	■						
Install Poles/signs - attach sign covers		■	■					
Paint Curbs at bus stops			■	■				
Install benches/shelters			■	■				
<b>BUSES</b>								
Install on-bus brochure holder			■	■				
Install pull cords and headsigns			■	■				
<b>FARE PROGRAM</b>								
Develop ticket sales distribution plan	■	■						
Design and print tickets		■	■					
Review fare transfer coordination plan		■	■					
<b>MARKETING PROGRAM</b>								
Develop marketing plan	■	■						
Develop system logo, names, etc	■	■						
Develop distribution plan for brochure and informational materials	■	■						
Prepare final system map		■	■	■				
Finalize brochure design		■	■	■				
Print and distribute brochures			■	■	■	■	■	■
<b>ADA</b>								
Create ADA eligibility screening process				■	■	■		
Implement travel training with local social services				■	■	■		
Produce/Distribute ADA Applications				■	■	■	■	■
Process and notify ADA eligible riders				■	■	■	■	■
<b>Supportive Policies/Incentives</b>								
Coordinate ordinance changes, develop parking enforcement plan	■	■	■	■	■	■	■	■
<b>OUTREACH</b>								
Conduct presentations/open houses							■	■
Hold kick-off event							■	■

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